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Message Text

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ACTION AF-10

INFO OCT-01 ISO-00 /011 W
----------261811Z 127250 /47
P R 261505Z APR 77
FM AMEMBASSY NOUAKCHOTT
TO AMEMBASSY DAKAR PRIORITY
INFO SECSTATE WASHDC 7365
AMEMBASSY ABIDJAN
AMEMBASSY BAMAKO
AMEMBASSY GUINEA
AMEMBASSY NDJAMENA
AMEMBASSY NIAMEY
AMEMBASSY OUAGADOUGOU

C O N F I D E N T I A L NOUAKCHOTT 0922

DAKAR PLEASE PASS AMEMBASSY BISSAU

E.O. 11652: GDS
TAGS: AFSP, PFOR, EAID, XA, MR
SUBJECT: AF CHIEFS OF MISSION CONFERENCE: PANEL 3 - SAHEL DEVELOPMENT REF: (A) DAKAR 2357, (B) NOUAKCHOTT 417 (NOTAL), (C) ABIDJAN 3958

1. BECAUSE OF LIMITED TIME ALLOCATED TO PANEL DISCUSSIONS (SIX HOURS IF I HAVE PROPERLY DECIPHERED COMPLEX SCHEDULING REQUIRED TO COVER RICH AGENDA PLANNED), I FEAR THAT ORDINARILY FRUITFUL APPROACH OF SETTING HISTORICAL STAGE AND OF ANALYZING PROBLEM BY EXAMING CLOSELY ITS CONSTITUENT BUILDING BLOCKS (E.G. INDIVIDUAL COUNTRY PROGRAMS) MAY BE A LUXURY WE CANNOT AFFORD IN ABIDJAN. MOREOVER, GIVEN WIDELY-DIVERGING STAGES OF DEVELOPMENT AMONG SAHEL STATES AND THUS AMONG USG DEVELOPMENT ASSISTANCE PROGRAMS, I SUSPECT (LIKE AMBASSADOR STEARNS THAT A FOCUS ON REGION AS WHOLE AND ON SITUATIONS/PROBLEMS WHICH ARE COMMON TO REGION AS WHOLE--AND IN PARTICULAR THOSE WHICH PERTAIN TO OR ARE INTRODUCED BY US PRESENCE AND PROGRAMS--MIGHT BE A MORE
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PRODUCTIVE APPROACH GIVEN THE FEW SHORT HOURS AVAILABLE. THUS I WOULD URGE THAT WE BEGIN OUR STUDY WITH EXAMINATION OF US OBJECTIVES, LOOKING BOTH AT GLOBAL AIMS OF SAHEL HOST NATIONS AS GROUP AND AT INDIVIDUAL HOST NATION OBJECTIVES IN PASSING ONLY TO EXTENT THIS WOULD SERVE AS REINFORCEMENT OR COUNTERPOINT TO US OUTLOOK AND PLANS. TO DEGREE US OBJECTIVES ARE TO BE EXPRESSED OR EXAMINED

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IN TERMS OF DEVELOPMENTAL STRATEGIES OR TECHNIQUES, ACTIVE PARTICIPATION OF SENIOR AID COLLEAGUES, PARTICULARLY SAHEL DEVELOPMENT PROGRAM "EXPERTS" FROM WASHINGTON, WILL BE HELPFUL AND PERHAPS EVEN ESSENTIAL. SINCE MOST OF KEY AID FIGURES ARE SLATED TO BE IN MONROVIA LATER IN WEEK, I WOULD HOPE THAT ONE ORTWO MIGHT BE PERSUADED TO JOIN OUR EARLIER SEARCH FOR TRUTH IN ABIDJAN.

2. I AM VERY MUCH LOOKING FORWARD TO LISTENING TO AND LEARNING FROM MY COLLEAGUES WHO ARE IN SAHEL COUNTRIES WHICH ARE SIGNIFICANTLY FARTHER DOWN DEVELOPMENT ROAD THAN MAURITANIA. BOTH TO COME TO KNOW MORE ABOUT WHAT IS AHEAD OF US HERE IN DEVELOPMENT PROCESS AND TO PROFIT FROM LESSONS LEARNED BY USG (INTERNALLY ABOUT OUR OWN OPERATIONS AND BILATERALLY ABOUT DEVELOPMENT IN SAHEL) AS IT MET AND MASTERED PROBLEMS OF BEGINNING STAGES OF DEVELOPMENT IN OTHER SAHEL STATES. THUS DISCUSSIONS OF STRATEGIES, OF DESIGN CONCEPTS, OF STYLE AND OF STRUCTURE WILL BE ESPECIALLY PRODUCTIVE AND PROFITABLE FOR ME. SIMILARLY I AM LOOKING FORWARD TO DISCUSSION OF ISSUES/PROBLEMS WHICH ARISE IN BRINGING ABOUT INTEGRATION AND COORDINATION OF BILATERAL AND MULTILATERAL PROGRAMS AND OF REGIONAL AND INDIVIDUAL COUNTRY PROJECTS; AND TO DISCUSSION OF NECESSITY AND MEANS OF STRIKING BALANCE BETWEEN NEED FOR THOROUGH RESEARCH AND CAREFUL DESIGN ON ONE HAND AND EQUAL NEED FOR RAPID RESPONSE AND CONCRETE ACHIEVEMENT QUICKLY ON OTHER. (RECENT REPORT FROM WASHINGTON THAT LIVESTOCK PROJECT WE BEGAN DISCUSSING WITH GIRM OFFICIALS IN 1974 HAS HIT YET ANOTHER SNAG AND HAS STILL NOT BEEN DEFINITIVELY APPROVED
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RAISES QUESTION OF AID PROGRAMMING PROCESS IN ESPECIALLY POINTED WAY AT THIS JUNCTURE.)

3. BUT AS MY PANEL THREE COLLEAGUES KNOW FROM MY INITIAL RESPONSE TO CONFERENCE CALL (NOUAKCHOTT 417), I BELIEVE WE MUST DEVOTE AT LEAST AS MUCH TIME TO CANDID AND SEARCHING EXAMINATION OF OUR ABILITY TO ACHIEVE DEVELOPMENTAL (AND POLITICIAL) GOALS WE HAVE SET FOR OURSELVES. FROM OPTIC OF NOUAKCHOTT, US PROGRAM IMPLEMENTATION CAPABILITY NEEDS MAJOR AND IMMEDIATE IMPROVEMENT. MOST SENSIBLE GOALS, MOST IMAGINATIVELY CONCEIVED AND CAREFULLY DESIGNED STRATEGIES AND PROJECTS (DEVELOPMENTAL, CULTURAL/INFORMATIONAL, POLITICAL REPRESENTATIONAL) ARE DEADLETTER UNTIL PROGRAM AND ADMINISTRATIVE SUPPORT SYSTEMS CAN AND DO INSURE TIMELY AND CONTINUING FLOW OF INPUTS. FROM WHERE WE VIEW THE WORLD, USG'S ABILITY TO MANAGE OUR EXPANDING PRESENCE AND PROGRAMS IS INADEQUATE TO TASK AHEAD. CONFRONTED, FOR EXAMPLE, WITH AID TEAM WHICH HAS BEEN AT HALF AUTHORIZED STRENGTH FOR PAST FIVE MONTHS AND WHICH MAY NOT

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BE FULLY STAFFED UNTIL SEPTEMBER; WITH NO REPLACEMENTS
NAMED FOR THREE STATE SLOTS WHICH ARE COMING VACANT IN
NEXT 45 TO 75 DAYS; AND WITH STILL VIVID MEMORIES OF PEACE
CORPS DIRECTOR SLOT WHICH STOOD EMPTY FOR SEVEN MONTHS, I
FIND I AM AS CONCERNED ABOUT OUR COLLECTIVE ABILITY TO IM-
PLEMENT OUR PROGRAMS AS TO PLAN THEM. THUS FOR ME, MOST
CRITICAL AND MOST PRESSING TOPICS FOR DISCUSSION AT ABIDJAN
FALL UNDER POINT IV-E OF AMBASSADOR AGGREY'S OUTLINE:
"OTHER PROBLEMS". INDEED ONE PROBLEM SUBSUMED UNDER EXISITNG
IV-E PERSONNEL RUBRIC IS OF SUCH IMPORTANCE I BELIEVE IT
WARRANTS SEPARATE IDENTIFICATION AND DISCUSSION: CRITICAL
NEED FOR FOREIGN SERVICE PERSONNEL SYSTEM TO PRODUCE IN
TIMELY AND CONTINUING FASHION NUMBERS AND TYPES OF FIRST-
QUALITY, PROFESSIONALLY- AND LANGUAGE-QUALIFIED PEOPLE RE-
QUIRED TO MOUNT AND CARRY OUT EXPANDED ACTIVITIES. FACT
THAT NUMBER HAS CONSCIOUSLY BEEN KEPT SMALL IN OUR EXPANSION
PLANNING MAKES NEED TO KEEP SLOTS CONTINUOUSLY FILLED WITH
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FIRST-CLASS PROFESSIONALS EVEN MORE CRITICAL.

4. FOR PAST TWO YEARS MY FOCUS, PARTICULARLY IN DEVELOPMENT
FIELD, HAS NOT EXPANDED MUCH BEYOND MAURITANIA. I RE-
GRET I AM THEREFORE UNABLE TO ADDRESS SAHEL-WIDE QUESTIONS
IN AMY MEANINGFUL WAY, AND WILL NOT VOLUNTEER TO IMPOSE
MY IGNORANCE ON OTHERS. BUT SHOULD YOU SO DESIRE, I WOULD
BE DELIGHTED TO SHARE MY HARD-WON EXPERTISE IN OUR MANA-
GEMENT SHORTCOMINGS--BRIEFLY OR AT LENGTH--WITH MY PANELY
THREE COLLEAGUES. I SUSPECT, HOWEVER, READING BETWEEN THE
LINES OF THEIR COMMUNICATIONS, THAT EACH ONE HAS HIS/HER
OWN FULL RATION OF CASE STUDIES IN MANAGEMENT TO ENLIVEN
ANY DISCUSSION. HENCE THE NEED FOR SOME PROBLEM SOLVING
SESSIONS WITH OUR WASHINGTON COLLEAGUES.
HANDYSIDE

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Message Attributes

Automatic Decaptioning: X
Capture Date: 01-Jan-1994 12:00:00 am
Channel Indicators: n/a
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Decaption Date: 01-Jan-1960 12:00:00 am
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
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